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THE PROFESSIONALISM OF CIA

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THE PROFESSIONALISM OF CIA

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This report presents an analysis of the reservoir of professional ability in the Central Intelligence Agency--expert ability in professions as diverse as political analysis and [] [] electronic engineering and agent (spy)-handling, communications and []

Perhaps nowhere in the world has there been assembled in one organization more highly skilled talent in what goes under the omnibus title of the intelligence profession--a discipline which encompasses everything from [] to paper clips, from economic analysis to espionage, from satellite reconnaissance to []

It is with the thought that the United States Government should better know how to utilize this impressive service that there are herein presented CIA's professional qualifications.

Most CIA senior officers are people who were in intelligence work during World War II. They have continued with it because they are dedicated to serving the Government in its principal arm for waging the cold war, and they remain convinced

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that the cold war will be with us during their working lives.

The [] members of the Agency Executive Committee who meet with the Deputy Director of Central Intelligence and myself each morning at 0900 to be briefed on the world situation and decide on the day's actions have an average of 18 years' intelligence experience and 15 years with the CIA.

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The senior staff of the Agency--those top officials and component chiefs in the nearly 50 principal units of CIA--have an average of 17 years' experience in intelligence work, and also 15 years' average service with the Agency. These statistics do not include the [] regular military officers in this group, who for obvious reasons have not had lengthy experience in intelligence work.

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Of the [] employees who were on duty when the Agency was established in September 1947, [] are still with us. More than 95% of these are professionals.

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Of the station chiefs at the [] major posts throughout the world, [] have been with CIA since the Agency was established and [] had prior intelligence experience. The average length of service of these [] station chiefs in the Agency is 15.3 years; in

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intelligence, 19.1 years. [] of them have more than

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one foreign language; [] have more than one degree.

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[] have more than a decade of overseas experience

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with CIA and [] others have spent ten years or more overseas

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in private industry or in military or Government service.

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Educational Background

The educational background of the CIA professional is impressive. About 80 percent of our people in GS grades 13 through 15 and practically all supergrades hold at least one degree. Nearly one-third of the GS-13/15 group have advanced degrees, including nearly 10 percent who have doctorates. More than one-third of our supergrades have advanced degrees, including 20 percent with doctorates. Degrees have been awarded by more than 500 colleges and universities, including 40 foreign institutions and virtually every major academic field is represented.



Here are some more statistics on the degrees held in CIA. In the Deputy Directorate for Science and Technology area, among the supergrades 62 percent of the professionals have an M. A. degree and about one-third have doctoral degrees.

Among the supergrades in the Deputy Directorate for Intelligence area (intelligence analysis and research) two-thirds have M. A.

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degrees and about 38 percent hold doctoral degrees.

Here is a bird's-eye view of one component of the Agency-- the Economic Research Area (ERA) of the Office of Research and Reports. Fifty-eight percent of all professionals hold graduate degrees, including [] Ph.D.'s. More than half of the analysts have an intermediate reading or high language qualification in Russian or some other foreign language. About [] of the professionals have teaching experience at the university level, and [] are now teaching part-time. ERA personnel have published well over 100 books and articles.

Even though our people do not identify themselves with the Agency while so doing, [] of our professionals have been granted permission during FY 1964 to publish books and articles ranging in content from pre-school children's stories to textbooks useful in advanced academic study.

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Languages

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Foreign languages of course are of vital importance in all our fields of endeavor, and in CIA 74% of our people have some competence in at least one foreign language. These abilities are distributed among 122 different foreign languages and dialects.

Here are some interesting statistics to illustrate this language competence. The Agency has over [] staff employees with useful proficiency in Russian; [] who know Japanese; over [] with Chinese; [] in Indonesian; [] in Bulgarian and almost as many in Hungarian; [] in Albanian; [] in Finnish; [] in Thai; [] in Swahili; [] in Vietnamese; and [] in Tibetan. These are just samplings of the languages known by some of our regular staff employees, and do not take into account a great many skilled linguists who serve the Agency in other capacities.

These linguistically-skilled employees are concentrated quite properly in the components engaged in operations and research concerning the various countries and areas. For example, in the Soviet Russia Division 70% of the professional employees have useful proficiency in Russian. Further, this Division has [] officers with six languages in addition to English, [] with five,

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☐ with four, ☐ with two, and ☐ with at least one. These include all of the eastern European languages such as Czech, Polish, Ukrainian, Lithuanian, Lettish, Serbian, Finnish and Yiddish.

In the Eastern Europe Division 70% of the professionals have German, plus enough additional competence to average two foreign languages per employee.

The Western Europe Division, naturally heavy on the so-called world languages, averages two foreign languages per professional employee.

The Far East Division is particularly strong in Japanese and Chinese; has over ☐ persons with competence in French; and has small groups with specialized knowledge of the lesser-known and less widely used languages of the area. One FE employee has the unique distinction of being fluent in Chinese, Japanese and Korean, which are considered to be among the world's most difficult languages.

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The Africa Division is working on native languages and dialects, with progress being made in Swahili, Hausa, Lingala, etc., but of more immediate practical significance is the fact that more than half of its professional employees know French.

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The Foreign Documents Division, which handles most of the Agency's translation work, is expert in 65 languages.

The specialized research areas naturally are equipped with the gamut of foreign languages, and our Office of Training has an outstanding capability. One officer in our Language and Area School is qualified in 22 languages and has a working knowledge of 13 more. He and his colleagues can offer instruction in more than 40 languages.

In the Office of Current Intelligence and the Office of Scientific Intelligence there is an average of one foreign language per professional employee.

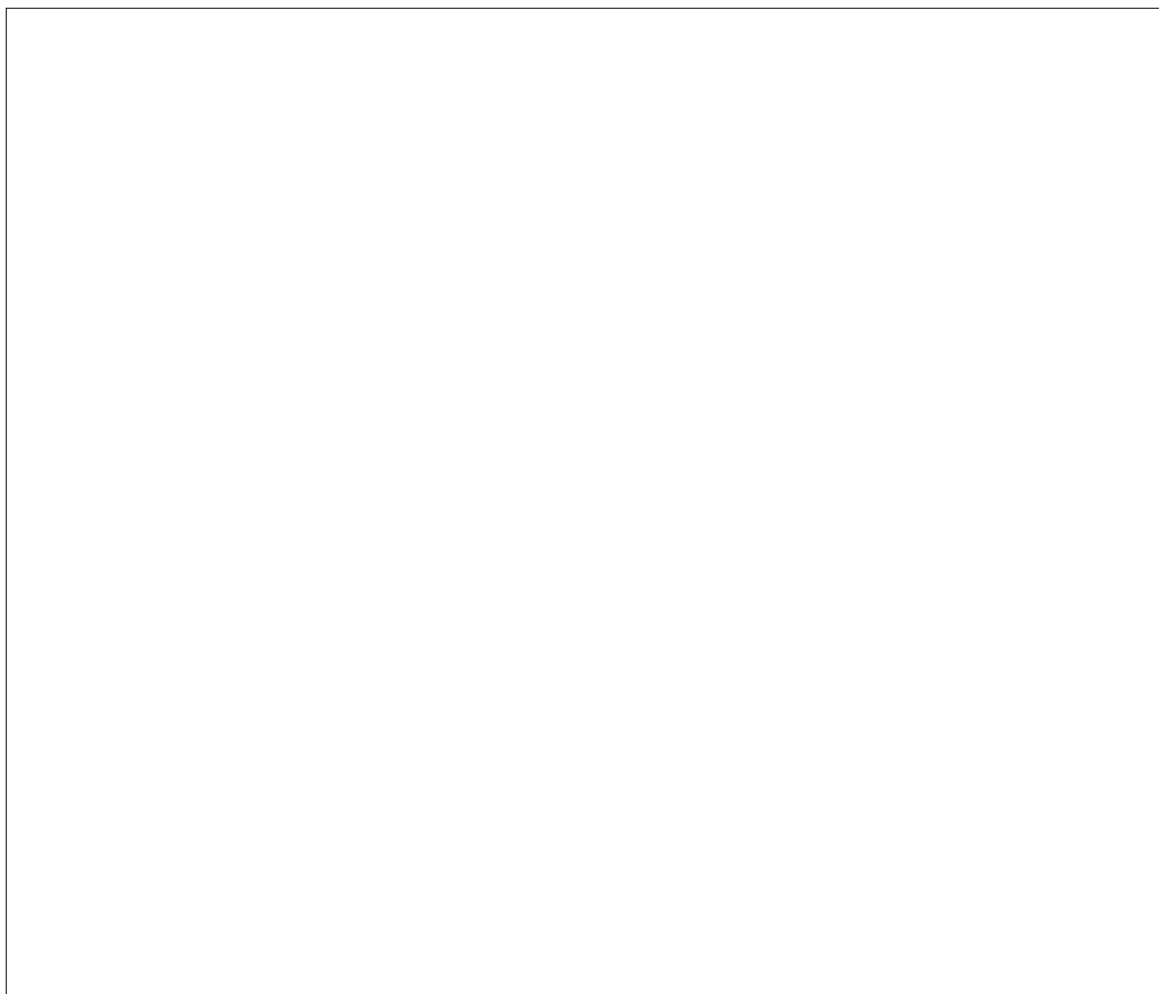
Within the DD/P complex as a whole there is an average of 1.6 foreign languages per employee and in every Agency component there are a number of officers who are proficient in three or more languages, some with as many as 10 or 11.

Most of this language competence is put to use in the normal operational functions of the Agency, but there is an occasional bonus value realized.

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Of perhaps as much significance as the foregoing statistics is the interest shown by our people in strengthening and increasing their language competence as a necessary "tool of the trade." In addition to a substantial and on-going volume of directed language training conducted during duty hours for specific job-related purposes, close to people here at headquarters are engaged in voluntary language study on their own time, before and after

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duty hours, throughout the year, and are similarly studying at posts abroad. Many individuals have been working in this out-of-hours program for two or three years. The teachers in this domestic program come almost exclusively from among Agency professionals who undertake this work in addition to their normal duties. Thus many of our competences do double duty.

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Personnel

CIA is not content to rest on its professional laurels, but every year is bringing in new blood.

We maintain our employee strength without compromising our criteria for selection either in terms of professional qualifications, physical condition, or security requirements.

Among every twenty applicants interviewed, only five are recommended for processing, and only one of every three processed actually enters on duty.

Our policy during the past several years has been to concentrate on the recruitment of outstanding young people who are genuinely interested in an intelligence career, and who indicate the potential ability and motivation to grow into the highest offices in the Agency in the future years.

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Junior Officer Trainees

We have established a Junior Officer Training Program which has been judged by many competent authorities as being the best of its kind in the Government and among the best in the United States. It is, in fact, the model for a similar program now conducted by the First National City Bank of New York. Our screening procedures for entrance into this program are even more demanding than our normal standards as is illustrated by the fact that only one of every seven candidates is selected.

In a typical group of Junior Officer Trainees, from 65 to 80 colleges and universities will be represented. The average JOT is between 26 and 27 years old. He holds a bachelor's degree and has a year or more of graduate study; generally has lived overseas for at least a school year; has fulfilled his military obligation (or does so under our auspices); has reasonable competence in at least one foreign language; has had some academic honor; is interested in foreign affairs; and is willing to serve wherever needed.

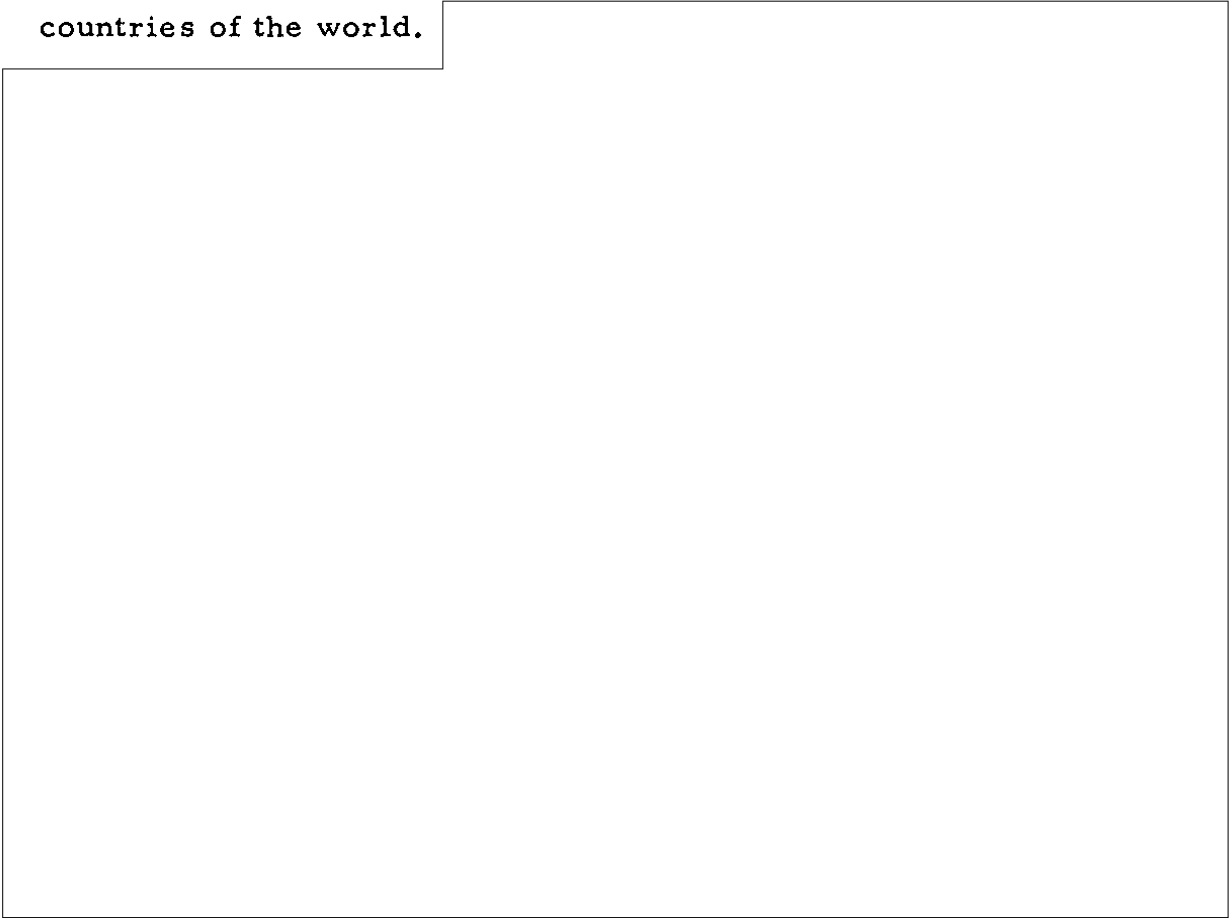
The CIA JOT must have the ability to get along with people of all kinds and backgrounds and to adjust to their cultures. He

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or she must have the ability to withstand the stresses of anonymity, the lack of public recognition, an interrupted family life, irregular work hours, and the ability to live a "cover story."

Junior Officer Trainees are assigned to more than

countries of the world.



Some of our JOTs go to the research and analysis offices of the Agency; most of these have degrees in economics and the physical sciences.



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Because we are a unique organization we require talents and skills in a large percentage of our activities which are not available anywhere else. Except for the hard core of professionals who stayed in intelligence work after World War II and a relatively few people who have joined us since with experience in military intelligence, we have had to develop by our own resources the competences we need and find ways to maintain and improve them. In the process we have developed a training capability which I am confident is second to none.

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Training

We concentrate our training effort on the skills which are unique to the intelligence field and adhere to the strict principle that we will not offer training in anything which can be done efficiently, economically, and securely by other Government agencies or private institutions. In 1963, for instance, we sent [] professional employees to external training courses at 202 different facilities. During the same period our own Office of Training offered 106 different courses to a total enrollment of [] employees.

We insist that our own courses be taught by practitioners, not theorists. Only about 50% of our trainers are career instructors. The others are experienced analysts, operations, and support officers. Moreover, our career instructors are required to accept assignments throughout the world for at least one full tour of duty so they may practice what they teach and, in turn, teach what they have practiced.

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